



## **Office of Information Technology Services**

### **Project Portfolio Management Tool**

### **Application Portfolio Management Process**

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## 1 Document History

### 1. Revision History

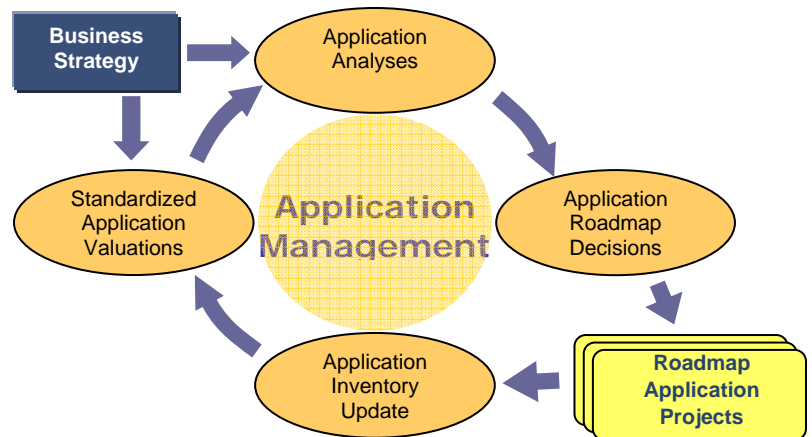
| Revision # | Revision Date | Description of Change             | Author     |
|------------|---------------|-----------------------------------|------------|
| 1.0        | 07/07/2006    | Initial Document                  | J. Tulenko |
| 1.1        | 07/12/2006    | Updates based on PPM Group Review | B. Swartz  |
| 1.2        | 07/19/2006    | Updates based on PPM Group Review | B. Swartz  |

## 2 Purpose

The purpose of this document is to describe the roles and responsibilities of ITS and the agencies in the Application Portfolio Management (APM) process.

## 3 APM Cycle Overview

The primary goals of the Application Portfolio Management (APM) cycle are to generate application decisions (project proposals) that are based on the best practices and highest priorities of the agency's application portfolio and to develop appropriate application management plans (roadmaps). Reducing the maintenance and support costs for applications can provide a source of funds for new investments.



When the statewide inventory is completed, the repository will be the primary source for agency and statewide application management data. The repository provides a portfolio-level view of applications that can show correlations among application characteristics and their costs and benefits.

## 4 Application Portfolio Management Process

Introduction of the UMT Portfolio Manager™ into the North Carolina environment entails several administrative processes along with data maintenance responsibilities. The following is a description of ITS and Agency process responsibilities.

### 4.1 Agency Responsibilities

Agency responsibilities are described in the following three sections.

#### 4.1.1 Designate Staff

Agencies should designate key staff to participate in the APM process, assign appropriate roles to the staff and name one staff member as the primary point of contact.

## 4.1.2 Data Entry and Validation

All application tabs on the APM component of the PPM tool should be reviewed and kept current minimally on an annual basis. The “Last Complete Information Verification” field should be updated when the agency completes their review/update of all information about an application.

By the end of each August, costs should be current as of the previous fiscal year. This includes five year budget costs at level 4 for the fiscal year that ended June 30 and the next four years, as well as actual costs at level 4 for the fiscal year that ended June 30. To enter budget costs, go to the Application Info tab and set the application status field to ***budgeting***. The budget costs are entered on the Budget Cost tab in annual mode at level 4. To enter actual costs, set the application status field to ***tracking*** to display the Cost Tracking tab. The Budget Cost tab will become read only and monthly. You may need to return to the builder screen and re-edit the application to see the Cost Tracking tab. Enter actual costs on the Cost Tracking tab at level 4. Actual costs for the entire year should be entered in the month of June. (See Section 4.2.4 Snapshots for further information.)

If you plan to enhance, consolidate, retire or replace an application, the anticipated costs should be captured in the APM tool in the Enhancement/Replacement Costs row on the Budget Cost tab. It is recognized that these costs will only be an order of magnitude estimate. You may also enter a description of the enhancement using the Enhancement Request Link on the Application Info tab. After consolidation, retirement or replacement, Operations and Maintenance costs for outyears should be zero. Additional information on collecting cost data can be found in the [Application O & M Cost Guidelines](#) within the Help section of the PPM tool (NC Help tab) and on the State CIO website.

Applications that result from completed projects should be added to the APM tool during project implementation. See [APM Basic Training](#) for instructions on associating an application to a project.

Guidelines for completing the application inventory can be found in [APM Basic Training](#). This document can be found within the Help section of the PPM tool (NC Help tab) and on the State CIO website.

## 4.1.3 Analysis

Each application should be analyzed to determine a roadmap for the next five years. The roadmap should include estimated costs for enhancement, consolidation, retirement or replacement. Analysis results should be used as input to the Agency IT Plan and Expansion Budget Requests. For more information, see [APM Analysis – Getting Started](#) and [APM Analysis Training](#) within the Help section of the PPM tool (NC Help tab) and on the State CIO website.

## 4.2 ITS Responsibilities

ITS responsibilities are described in the following five sections.

### 4.2.1 User Administration

User management will be maintained in the tool by the APM administrator. This includes: adding new users, deleting old users and modifying the roles of existing users. Details on requesting new user licenses can be found in the [Licensing and Operational Principles](#) document located within the Help section of the PPM tool (NC Help tab) and on the State CIO website. This document covers procedures to request new licenses, reallocation and use of licenses and criteria for license requests. If an existing user has access to the tool for PPM, they do NOT need a new license to access the APM functionality. Access and responsibilities for APM depend on user role.

### 4.2.2 Roles & Responsibilities

User roles and their associated rights will be maintained in the tool by the APM administrator. This includes role changes for existing users. Please refer to the [Roles and Responsibilities Matrix](#) for details on user roles and rights. This document can be found within the Help section of the PPM tool (NC Help tab) and on the SCIO website.

### 4.2.3 Configuration Administration

All modifications to the APM configuration will be done by the APM administrator. This includes modifications to:

- Existing application attributes and addition of new application attributes.
- Application assessments/questionnaires including changes to existing questions, adding/deleting questions, and modifications to weighting/scoring.
- Application cost structure.
- User roles and associated user rights.

Feedback received from the agencies requesting changes to any of the above items will be reviewed and considered for inclusion in future configuration updates.

### 4.2.4 Snapshots

The snapshot feature of the tool moves the application forward to the next month for project management, while preserving the information in the Budget Cost tab, Status tab and Cost Tracking tab. Since application analysis is performed annually, each September the tool administrator will move each application forward to the end of the current fiscal year. This gives the agencies two additional months to enter the actual costs from the previous fiscal year.

## 4.2.5 Training

ITS will train agencies on the use of the APM Tool and assist as required with their application analysis.

## 5 Reference Material

Additional APM reference materials can be found in the Help section of UMT Portfolio Manager<sup>™</sup>. To access, click the Help link in the PPM tool, select the NC Help tab and open the Applications Portfolio Management section. These files can also be accessed directly from this document.

- [Application Attributes Configuration](#)
  - Definitions and use of all attributes on the application info tab
- [Architectural Fit Configuration](#)
  - Definitions and use of Architectural fit assessment
- [Risk & Operation Performance Questionnaires Configuration](#)
  - Definitions and Use of Risk and Operational Performance Questionnaires
- [Application Cost Guidelines](#)
  - Definitions, use and estimation/allocation guidelines of application costs
- [Application Definition Guidelines](#)
  - Guidelines for defining what constitutes an application for APM purposes
- [Licensing and Operational Principles](#)
  - Contains the procedure to request new licenses, reallocation and use of licenses and criteria for license requests
- [Roles & Responsibilities Matrix](#)
  - Description of user roles and their associated rights within the tool (APM & PPM)
- [Agency Feedback Document](#)
  - Document for agencies to provide feedback on APM questionnaires & attributes
- **APM Training**
  - [APM Basic Training](#)
  - [APM Analysis Training](#)
  - [Application Analysis – Getting Started](#)